DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

28 JUL 2000

MEMORANDUM FOR DISTRIBUTION

Subj: DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM

Encl: (1) DLAMP Program Information and Solicitation
        (2) Targets for DLAMP Nominations

    The Department of the Navy (DON) invites you to nominate individuals for
the Defense Leadership and Management Program (DLAMP) Class of 2001.
Competition is open to Navy and Marine Corps civilian personnel at the GS-13
through 15 level, and equivalent. The goal of the program is to develop
future civilian leaders who clearly understand the Department of Defense's
(DoD) national security mission and can strengthen trust and communication
among senior military and civilian leaders.

    Enclosure (1) provides further details about the DLAMP and nomination
procedures. Please ensure wide dissemination of information on this program.
In order for our top-performing DON employees to be competitive for future
DoD senior leadership positions, we must take full advantage of this
developmental opportunity. The current number of DLAMP participants is more
than 1,000 DoD-wide, of which approximately 300 are DON personnel.

    Only nominations screened, endorsed and submitted by a major claimant
will be considered. Enclosure (2) provides a target number of nominations
for each claimant, based upon the claimant's eligible population. The DON
Civilian Leadership Board will review applications and select up to 85
nominees to be forwarded to the Assistant Secretary of Defense (Force
Management Policy) for review and final selection by the DoD DLAMP Council.

    A command endorsed nomination package, to include an original and three
(3) copies of each application, must be received by 6 October 2000, in the
Office of the Deputy Assistant Secretary of the Navy (Civilian Personnel/
Equal Employment Opportunity), Executive Personnel and Leadership Development
Division, Attn: DP6, Nebraska Avenue Complex, 321 Somers Court, NW, Suite
40101, Washington, DC 20393-5441.

    Questions concerning the DLAMP announcement may be directed to
Mr. Russell Lowe at (202) 764-0639 or Mr. David Nettleton at (202) 764-0631.

BETTY S. WELCH
Deputy Assistant Secretary
of the Navy (Civilian Personnel/
Equal Employment Opportunity)

Distribution:
Echelon I and II Commands

Copy to:
DCPPs   HROs
HRSCs   CLB Members

TARGETS FOR DLAMP NOMINATIONS

ORGANIZATION	Target
Assistant for Administration/Under Secretary of the Navy	13
Chief of Naval Operations	10
Chief of Naval Research	9
Office of Naval Intelligence	3
Bureau of Medicine and Surgery	3
Naval Air Systems Command	16
Bureau of Naval Personnel	5
Naval Supply Systems Command	8
Naval Sea Systems Command	36
Naval Facilities Engineering Command	11
Marine Corps	8
Strategic Systems Programs	5
Military Sealift Command	5
Space and Naval Warfare Systems Command	14
Commander in Chief, U.S. Atlantic Fleet	6
Commander in Chief, U.S. Pacific Fleet	6
Chief of Naval Education and Training	5
Naval Meteorology and Oceanographic Command	3
Commander in Chief, U.S. Naval Forces Europe	*
Naval Computer and Telecommunications Command	*
Naval Security Group Command	*
Naval Reserve Force	*
Naval Special Warfare Command	*

*Encouraged to submit at least one nominee if possible.

Solicitation for Nominees DLAMP Class of 2001

What is the Defense Leadership and Management Program?

Implementing recommendations of the Commission on Roles and Missions, the Defense Leadership and Management Program (DLAMP) is a systematic program of "joint" civilian leader training, education, and development within and across the Department of Defense. It provides the framework for developing civilians with a DoD-wide capability from which selection may be made to fill approximately 3,000 key leadership positions. These key positions are at grade GS/GM-14 and above and require a Department-wide perspective. Duties include responsibility for people, policy, programs, other resources of broad significance; or support of "joint" warfighting capability. In addition to creating this recruitment pool, DLAMP fosters an environment that nurtures a shared understanding and sense of mission among civilian and military personnel.

What can DLAMP participants and their supervisors expect?

- **Rotational Assignments** - Participants will be required to complete a career-broadening rotational assignment, normally outside their activity or functional area, of at least 12 consecutive months. Previous assignments may fulfill this requirement.

- **Professional Military Education** - Participants will be required to complete a senior-level course in professional military education (PME) lasting at least three months, with an emphasis on national security decision-making.
  - Limited opportunities will be available to complete 10-month PME programs. Prior to beginning a 10-month program, participants will be required to agree to serve in the Federal government for at least 30 months after completing the program.
  - Some PME activities require participants to obtain a Top Secret clearance that may include a drug test.
  - In rare instances, one PME institution will accept GS/GM-13 level students. All other institutions require students to be at least at the GS/GM-14 level.

- **Graduate-level Courses** - Participants will be required to complete a minimum of 10 advanced graduate-level college courses specially designed with a defense focus to develop familiarity with the broad range of subjects facing defense leaders. The graduate curriculum consists of required courses in seven academic areas (accounting and finance, economics, human resources, information systems, quantitative tools,

law and public policy, and international policy) and electives in related areas (logistics, intelligence, acquisition and contract management). Previous education may meet course prerequisite or course waiver requirements.

- All courses meet the high academic standards of our accredited academic partners. Therefore, DLAMP strongly recommends that participants have completed at least a baccalaureate degree; substantial undergraduate course work; military intermediate level schools (i.e., Naval, Army, and Air Command and Staff Colleges; Army Management Staff College; Defense Systems Management College Program Manager's Course); or executive programs involving similar academic rigor.
- All courses are accelerated and begin with four weeks of preparatory reading, followed by two intensive weeks of resident study. Nearly all are taught at the DLAMP facility in Massachusetts.
- Participants with baccalaureate and advanced degrees will receive three graduate level credits for each course successfully completed.

Other Requirements - Participants will be required to complete Component- and occupation-specific development courses, as appropriate.

- For example, participants in the acquisition career field will also be required to continue to meet the Defense Acquisition Workforce Improvement Act requirements for their grade level and position.
- Participants are encouraged to be organizationally and occupationally

mobile. Geographic mobility is encouraged and may be mandated by some endorsing organizations.

Program Features:

- Travel and per diem associated with approved DLAMP activities are paid from centrally managed funds.
- A limited number of full-time equivalent (FTE) allocations are available to permit temporary backfilling of positions vacated by participants away for the 10-month Senior Service School program or the 12-month rotation. Such vacancies may also be considered as rotational assignment opportunities for other DLAMP participants.
- DLAMP includes a formal program of mentoring that requires the mentor to play an important role in assessing and planning developmental activities.
- DLAMP graduates and participants will be the primary recruitment pool (consistent with applicable statutes and regulations) for filling vacant DLAMP-designated positions.
- Participants must meet standards for annual levels of DLAMP activity.

Who can apply for DLAMP?

Permanent full-time civilian employees of the Department of Defense, who permanently occupy GS/GM-13, 14, or 15 (or equivalent level) positions may apply. Those on grade retention should check with their personnel advisor. Due to the academic requirements of the program, possession of a baccalaureate degree (at a minimum) is strongly recommended.

What are the evaluation criteria for selection into DLAMP?

OPM Executive Core Qualifications (ECQs)
(For additional information, see http://www.opm.gov/ses/handbook.html)

- **Leading Change**. Encompasses the ability to develop and implement an organizational vision, which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.
- **Leading People.** Involves the ability to design and implement strategies, which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.
- **Results Driven.** Stresses accountability and continuous improvement. Includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.
- **Business Acumen.** Involves the ability to acquire and administer human, financial, material, and information resources in a manner, which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.
- **Building Coalitions/Communication.** Involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

Defense Criterion
(For information on the Goldwater-Nichols Act of 1986, see http://www.dtic.mil/jcs/core/title_10.html)

- **Broad Defense Perspective.** Involves knowledge of the operational aspects of more than one major Defense organization (e.g., Departments of the Army, Navy, and Air Force and the Defense Agencies) and an understanding of the world geo-political/military environment in planning, coordinating, and communicating toward mission accomplishment. It also involves the ability to incorporate joint service principles.

What are the application requirements?

Specific application guidance is available from the Component points of contact listed on the following page. All applicants are required to furnish a nomination package (original plus three copies) that includes:

- DLAMP Applicant Information Sheet
- Resume and education history (excluding education programs lasting less than two weeks) (three-page limit)
- Qualification Statement describing how the applicant meets the OPM ECQs and Defense Criterion (three-page limit)
- Letter of endorsement from supervisor
- Additional information as may be required by nominating Component and organization.
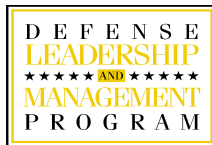
2001 APPLICANT INFORMATION SHEET

Name: _____
　　　Title: Ms./Mrs./Mr./Dr.　　First Name　　　Middle Initial　　　　Last Name　　　　Suffix: Jr./Sr.

Preferred first name: _____ Social security number: _____

Home phone: _____ Home fax number: _____

Home e-mail address: _____

Home mailing address: _____

_____

Employing Component: ____Army ____Navy ____Air Force ____Fourth Estate ____Intelligence
　　　If Army, Navy, or Air Force, list major command: _____
　　　If Fourth Estate or Intelligence, list employing agency: _____

Job title: _____

Pay plan: _____　　Occupational series: _____　　Permanent Grade: _____
　　　If in a pay banding system, list equivalent GS grade level _____

Organizational name and symbol: _____

Organizational mailing address: _____

_____

Work phone: _____ Work fax number: _____ DSN prefix: _____

Work e-mail address:
_____

Security clearance type: _____ Date received: _____

Date of last promotion: _____ Acquisition Corps member: ____ yes ____ no

Highest degree awarded: _____Associate _____BA _____BS _____MA _____MS _____MBA
　　　　_____JD _____PhD _____Other _____None

Major field of study: undergraduate: _____ graduate: _____

Senior-Level Professional Military Education (PME):
_____National War College _____Industrial College of the Armed Forces _____Army War College
_____Marine Corps War College _____College of Naval Warfare _____Air War College _____None
If completed, indicate dates attended: _____ and attach completion certificate.

Where do I send an application?

Interested candidates must apply through their chain of command. For more information contact:

Web site:
Name:
Office:
Telephone:
E-mail:

The above office must receive all applications no later than _____. Only complete applications containing all the required documents will be accepted.

TIPS FOR APPLYING*

Keep in mind that there is stiff competition for the limited number of spaces in the program. Consider the following when preparing and submitting your application:

- Use the current application package. Make sure you submit all required documentation and answer all questions.
- Application packages should be typed and free from spelling and grammatical errors.
- Prepare information within the specified limits; 3-page limit on resume and education history, 3-page limit total on qualifications statement.
- When responding to the ECQs, "think like a manager". Address how you get work done through people. Use concrete examples of your accomplishments and avoid writing about personal beliefs and philosophies.
- Assemble your package in the following order:
  Applicant information Sheet
  Resume
  Education History
  Executive Core Qualifications/DoD Criterion statement
  Supervisory Endorsement
- Most importantly, submit application package on time to your activity/command point of contact.

* These tips offer no guarantee of selection, but should be helpful as a guide.